

PERFORMANCE OBJECTIVES/BUSINESS PLAN TASK SUMMARY

Business Plan Task	Task Status	Comments on Task	Comment Resolution
<p><u>1-1. Training Plans/Individual Development Plans/Needs Assessments</u></p> <p>Task Champion: Albuquerque Operations Office</p> <p>Task Manager(s): Charlotte Thomen, AL Joni Boone, EM-13, HQ</p> <p>Team Members: Yvette Gill, BPA Robyn Hebron, EE, HQ Doris Hixon, SR Wen Lin Gonglelowski, ORISE, AL Robin Mudd, MA-31, HQ</p>	<p>Currently on Target.</p> <p>As of June 1999:</p> <ul style="list-style-type: none"> Draft guide developed using draft 360.1 training plan and needs assessment elements <p>Planning a face-to-face meeting to finalize documents (Week of 8/9?)</p> <p>Anticipate final product to be delivered week of 8/16.</p>	<p>Tim Dirks, MA-3</p> <p>Perf. Exp. 1-1: RE-DO (See language in report to Congress pg. 7)</p> <p>- remove “As part of the HRMAP process..”</p> <p>- check 12/1/99 date for IDP program to be in place</p> <p>Product/Service - questioned 3rd bullet, i.e. Preparation of Functional/Occupational Needs Assessment Report for the Document</p> <p>Flagged 1st and 4th bullets: 1st bullet: Guidance in developing Annual Training Plans (ATP) 4th bullet: Guidance in preparing Annual Individual Training and/ Development Plans</p> <p>Lloyd Piper/RLO - Perf. Meas. 1-1: add the word periodic to:....and have completed periodic (vs the word “a”) needs assessments ...</p>	<p>Rewrote Performance Measure and Expectation to reflect the actions and dates in the Report to Congress that discuss assessments, training plans and IDPs..</p> <p>Removed. See above.</p> <p>Changed date to 12/30/99.</p> <p>Rewrote products to reflect those identified in Report to Congress</p> <p>See above</p> <p>Word “periodic” added.</p>

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<p><u>1-2. Federal Technical Capability Program Support and Development</u></p> <p>Task Champion: Office of Training and Human Resource Development, MA-31</p> <p>Task Champion: David Roth</p> <p>Team Members: Bill Pearce, MA-31, HQ Mike Schoener, ATL/PMA Federal Technical Capability Panel Members</p>	<p>Currently On Target.</p> <ul style="list-style-type: none"> • On-Track for Completion of All 93-3 Tasks by end of FY-99. 	<p>Tim Dirks, MA-3:</p> <p>No Comments on this Task.</p>	<p>Expectation completion date moved up to FY-99 instead of CY-99</p>

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<p><u>1-3. Management and Supervisory Training</u></p> <p>Task Champion: Office of Training and Human Resource Development, MA-31</p> <p>Task Manager: Wanda Jones, MA-31, HQ</p> <p>Team Members: Karyn Collins, MA-31 Mary Jo Edwards, MA-31</p>	<p>Currently On Target.</p> <ul style="list-style-type: none"> Draft Framework for Management & Supervisory Trg. Developed. Includes: <p>ID of courses matches to SES Core Quals. and Ldrshp. Competencies</p> <p>Info on educ. and dev. Opportunities for Fed. managers and supervisors</p> <p>ID of availability of DOE services supporting needs of employees in ldrshp. Positions.</p>	<p>Tim Dirks, MA-3:</p> <p>Need to discuss outcomes of: OPM PME HRMAP Results HR Directors Conference</p> <p>Perf. Expect. 1-3: Change? 7/31/99 date questioned Anything else we should comment to/or discuss in this area?</p>	<p>Business Reason has been enhanced to reflect these drivers.</p> <p>Performance Expectation 1-3 revised. Framework task is on target; however date changed to 9/30/99.</p> <p>Additional task added to: Identify and define minimum training required in specific topical areas such as equal employment opportunity and diversity awareness by new supervisors, managers and team leaders.</p>

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<p><u>2-1. Average Training Cost Per Employee</u></p> <p>Task Champion: Chicago Operations Office Office of Training and Human Resource Development, MA-31</p> <p>Task Manager: Regenia Griswold, CH</p> <p>Team Members: Linda Media, CH Michelle Martisek, CH Robert Joyce, MA-31, HQ Dottie Van Steinburg, MA-31, HQ Liz Guerra, AL Audrey Clark, NV Gary Vincent, SPRO Diane Adams, CN Carolyn Ballard, RL Howard Pope, SR Pat Gardner, Fluor-Daniel Hanford TRADE Executive Committee</p>	<p>Currently On Target.</p> <ul style="list-style-type: none"> Costs collected 1995-1998 to support GAO audits Costs reported to American Society for Training & Development Benchmarking Forum to establish baseline data. Preliminary Report on DOE Training Cost Data Elements completed. 	<p>Tim Dirks, MA-3:</p> <p>Question Mark placed on last sentence of Business Reason. Also on Performance Expectation 2-1...DOE's average training cost per employee will be in alignment with similar federal agencies and the private sector by 12/31/99?</p> <p>Do we have the capability to readily measure training costs? If not, should this be a performance expectation? Will CHRIS Training Administration Module help?</p> <p>Lloyd Piper/RLO - - 12/31/99 date seems unrealistic -Perf. Exp. 2-1 - nuclear related missions are a complication for benchmarks</p> <p>Patty Wagner/ALO -One of the products/services should be a standardized cost model allowing all sites to measure costs associated w/training in a standardized fashion.</p>	<p>Task on Schedule</p> <p>According to ASTD Benchmarking Forum survey information, DOE is in alignment.</p> <p>Preliminary data elements have been identified.</p> <p>CHRIS TAM will help gather the data once specific data elements have been agreed upon.</p> <p>Based on recent ASTD survey, DOE is in alignment.</p> <p>ASTD considered highly technical mission of DOE in comparing our costs to similar-agencies (i.e, NASA).</p> <p>This Performance Expectation and Product has been added.</p>

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<p><u>2-2. Duplicate Training Courses</u></p> <p>Task Champion: Albuquerque Operations Office</p> <p>Task Manager: Richard Devine, AL</p> <p>Team Members: Linda Clawson, AL Howard Pope, SR Al Corbett, SR Gary Lietz, RFFO Dave Roth, MA-31, HQ Bill Pearce, MA-31, HQ Richard Tansky, Westinghouse, SR Ann Khoury, LANL Judd Morhart, LANL Bob Richards, Lockheed/ID Patricia O'Brien, Mason & Hanger Everett Poore, Mason & Hanger Jim Griffin, Mason & Hanger</p>	<p>Currently On Target.</p> <ul style="list-style-type: none"> • Original Task Revised. • Revised Task takes on a new direction to identify ways to stop any future duplication of training, including using a comprehensive database to store developed training to be referenced by the field before any new development of training is started, a ListServ, created by INEEL or use of an active server ASP Programming idea submitted by LANL. • Video teleconference held in May to address the ListServe process. • Pilot of ListServe concept From June 9-23 to determine feasibility and any needed changes prior to implementation. • Face-to-face Meeting to be held July 14-15 in AL. <p>P. Wagner Cont'd.: Focus should be in preventing future duplicative training and the product should be a tool for the sites to easily determine the available training Dept.-wide; what sites have similar needs; and potential partnering opps.; allowing a systematic approach to training development.</p>	<p>Tim Dirks, MA-3: Business Reason: Can we <u>measure/ identify</u> duplicate training courses? What should we commit to in terms of establishing a baseline? How does Secretary's memo criteria affect this item? Should performance vs. that criteria be what is measured/tracked?</p> <p>Question Mark on last sentence of Business Reason and on Performance Expect. 2-2 for date of 12/31/99. Also, Added new expectation w/question mark: Establish Baseline?</p> <p>Camille Yuan-Soo Hoo/OAK - " measuring not doing something doesn't fit well with my understanding of how perf. meas. are to drive us toward continuous improvement. " Suggests using the establishment of a system that would prevent duplication, then validate at a later date that system works.</p> <p>Patty Wagner/ALO - Re: Baseline of duplicate training Concerned that baselining past duplicative training provides little value added requiring intense activity/resources.</p>	<p>This Task has been revised by the Task Team. Task is on schedule.</p> <p>The new measure is: A process is in place to avoid duplicate training development efforts.</p> <p>Expectation: A process is in place to avoid duplicate training development efforts by 12/31/99.</p> <p>Based on revised measure/expectation, will not establish baseline</p> <p>See revised Task</p> <p>See revised Task</p>

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<p><u>2-3. Training Centers of Excellence</u></p> <p>Task Champion: Office of Training and Human Resource Development, MA-31</p> <p>Task Manager(s): Steve Young, Dave Roth, Dottie Van Steinburg, and Tanya Lockett, MA-31</p> <p>Team Members:</p> <p>Don Cook, NNSI Nick Delaplane, NETO Mike Kleinrock, EM-13 Pierre Saget, RL June Ollero, Hammer Facility, RL Erik Erichsen, Hammer Facility, RL Jim Vosburg, OR George Cannode, RFFO Tom Welch, RFFO Tim Landy, Ohio Margo Mark, Ohio Johnetta Punch, Ohio Bob Richards, Lockheed/ID</p>	<p>Currently On Target.</p> <ul style="list-style-type: none"> Two Training Centers of Excellence Designated—NNSI and NETO Three Training COE applications in hand; two for Technology-Supported Learning and one for ES&H COE consideration. Face-to-face meeting on TSL Meeting being held July 14 at NNSI in preparation for designation of TSL COE. Panel will be formed to review ES&H COE application from RL/Hammer Facility and EH to be completed by 8/30. Nuclear Criticality Safety and Project Management COE are Near –Term Targets for COE Designation. 	<p>Tim Dirks, MA-3:</p> <p>No Comment.</p> <p>Patty Wagner/ALO: A product/service that should be provided is the infrastructure and resources necessary to establish and maintain COEs.</p>	<p>Task on Schedule.</p> <p>Added project management as an example of a potential COE.</p> <p>Added the following from the Report to Congress to the Performance Expectation: <i>Develop a policy regarding the purpose, use, support for and services provided by training centers of excellence by 09/30/99.</i></p>

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<p><u>2-4. On-the-Job Training Guides</u></p> <p>Task Champion: Savannah River Operations Office</p> <p>Task Manager: Al Corbett, SR</p> <p>Team Members:</p>	<p>Currently On Target.</p> <ul style="list-style-type: none"> • Data collection format has been developed • Definition of OJT Guides has been made • Listing of Topical Areas to be included in the data call Has been defined • Data Call sent to the TRADE Exec. Committee requesting support in data collection effort • Barrier: Potential for TRADE to consider task as unplanned work and would need to be added to their contract scope of work. 	<p>Tim Dirks, MA-3:</p> <p>Question Marks on Business Reason: Do we know if any OJT Guides exist? Is this date Achievable (Perf. Expect. 2-4 Date of 12/31/99)?</p>	<p>Task on Schedule.</p> <p>A limited number of DOE/Federal OJT guides exist. Task Team will look to contractors, through TRADE for additional data. Completion date adjusted to 06/30/00.</p>

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<p><u>2-5. Career Development-Related Details and Rotational Assignments</u></p> <p>Task Champion: Office of Performance Excellence (Note: As of 6/25, MA-6 requested to be removed as Task Champion)</p> <p>Task Manager: Bill Nay, Science, Janice Stark, MA-6 (Note: Bill Nay asked to be removed as Task Manager following 2/9 Management Council Meeting. Janice Stark asked to be removed as Task Manager on 6/25/99).</p>	<p>Considered Completed by Task Manager.</p> <ul style="list-style-type: none"> Task revised to include data from DOE-wide formal detailee assignment programs (NLP, WEL, EPP, and ALP). Data collected by MA-31. Data includes: Program Name, Program Yr., Start and End Dates, Number of Participants, Minimum Number/Duration of Development Assignments Required, Total Number of Dev. Assignments (145) for FY-99, and Diversity Statistics. 	<p>Tim Dirks, MA-3:</p> <p>Question Marks on Performance Expectation Date of 7/99 for establishing a baseline and guidelines on using career dev.-related details/rotational assignments; and on Performance Measure of 25 % usage increase by 12/31/01.</p> <p>Need to recast this objective – Combine with OJT? Perhaps we should commit to issuing guidelines on the effective use of OJT and details/rotational assignments and establish a clearinghouse of inter-organizational opportunities (Web-page) – or something like a Vacancy Ann./Opportunity Announcement.</p> <p>Vicki Ponce/WAPA - “I concur with eliminating this task - the rest of the Plan may need to be modified to reflect this change.”</p> <p>Camille Yuan-Soo Hoo/OAK - concurs w/V. Ponce</p>	<p>Task considered completed by Task Manager.</p> <p>Removed from Business Plan, but added to Action Plan.</p>

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<p><u>3-1. CHRIS Training Administration Module</u></p> <p>Task Champion: Office of Training and Human Resource Development, MA-31</p> <p>Task Manager: Enid Levine, MA-31, HQ</p> <p>Team Members: Becky Arndt, MA-31 Cheri Carter, MA-31 Bob Sottile, MA-31 Carolyn Collins, MA-3 Dani Balthasar, EI Dick Bemrose, BPA Denise Litzinger, BPA Joni Boone, EM Carole Byrd, ID Lajauna Eslinger, ID Scott Hinschberger, ID Ann Capps, WAPA Susan Spaar, WAPA Jean Chatterton, NV Audrey Clark, NV Billye Neilson, NV Tom Welch, RFFO Bramble Davidson, RFFO Robert Dembinski, RFFO Patty Dockery OR Steve Yazzie, AL Melinda Hay, AL Mollie Saenz, AL</p>	<p>Currently On-Target.</p> <ul style="list-style-type: none"> • Modifications completed 7/16/99. • Pilot Training 7/20-32/99 at OR. • Prototype sites (OR,EE, ID) dual processing July 26-Aug. 31 • User Training Aug. -Oct. • Full End-to-End System Integration Test Aug. 17-19, '99 (Conducted by CHRIS Project Team includes the training and HR reps.) • Production up mid Sept. '99 (to allow data input by sites) • Oct. 1, 1999 - all offices go live for processing training activities in CHRIS • Archive training data from DTIS, LEARN, On-Track NLT 12/31/99. • ESS access by employees to training listings; Departmental course catalogues and course session schedules. 	<p>Tim Dirks, MA-3:</p> <p>Business Reason: Add—What Will TAM do and why is it needed?</p> <p>Perf. Expect. 3-1: Change expectation date of 10/01/99.</p> <p>Add following: ... TAM, and “centralized course registry in FY 2000...” (See Report to Congress</p>	<p>Task on Schedule.</p> <p>Under Bus. Reason, added : “One corporate training data base for the Department to promote corporate approach in tracking training data and improved business processes”</p> <p>Date changed to read FY2000.</p> <p>Added Centralized Course Registry.</p>

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<p><u>4-1. Training Partnerships/Regional Training Councils</u></p> <p>Task Champion: Albuquerque Operations Office</p> <p>Task Manager: Elizabeth Guerra, AL</p> <p>Team Members: Jeannie Lozoya, AL Tammy James, SPRO\ Gary Lietz, RFFO Wen Lin Gonglewski, ORISE, AL</p>	<p>Currently On-Target.</p> <ul style="list-style-type: none"> Conducted research to establish database which will include information on existing training partnerships and councils within DOE. Questionnaire/Survey was developed and disseminated to TDCG on 3/9/99 with due date of 3/26/99. Data received from: RFFO, SPRO, OR, NNSI, NV, and NETO As a result of Data Collection, determined database not needed; however, data will be incorporated into the Guidance Document being developed on forming partnerships and training councils. Cost Savings or Cost Avoidance data being gathered and baseline will be established. 	<p>Tim Dirks, MA-3:</p> <p>Question on Perf. Expect. 4-1: Can this be measured? (Cost savings/avoidance due to training partnerships and training councils will increase by 25% by end of FY00)</p> <p>Camille Yuan-Soo Hoo/OAK - Need 2 steps: 1. Quantify savings from partnerships and councils 2. Drive perf. improvement over time “I don’t know if 25% is too large or too small and I don’t think we should specify a target until we see where we are now.”</p>	<p>Task on Schedule. Task Team believes they can measure cost savings/cost avoidance, Departmentwide.</p> <p>Added to Perf. Expect. 4-1: Cost Savings (or Cost Avoidance) Baseline will be established by 12/31/99.</p> <p>Removed percentage from expectation.</p>

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<p><u>5-1. Technology-Supported Learning Program</u></p> <p>Task Champion: Office of Training and Human Resource Development, MA-31</p> <p>Task Manager: Tanya Lockett, MA-31</p> <p>Team Members: Bob Richards, Lockheed/ID Andy Gibbons, Lockheed/ID Don Cook, NNSI Robbie Smith, NNSI</p>	<p>Currently On Target</p> <p>Draft Implementation Plan has gone out for comment</p> <ul style="list-style-type: none"> • Final IP to be completed by 9/30/99 • TSL-based pilots being conducted - to be completed by 12/31/99 	<p>Tim Dirks, MA-3:</p> <p>Question on Dates in Business Reason and Perf. Expect. 5-1: On Track? (7/31/99/Imp. Plan and 12/31/99/Pilot)</p> <p>Also, question as to CIO Role and Funding?</p>	<p>Implementation Plan date revised to 09/30/99</p> <p>Business Reason revised to reflect coordination with the CFO and CIO</p>

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<p><u>6-1. DOE Corporate Handbook of Training Standards, Criteria, and Metrics</u></p> <p>Task Champion: Idaho Operations Office</p> <p>Task Manager: Carole Byrd, ID</p> <p>Team Members: Gretel Pinkney, MA-31 Sue Hitchcock, NE Billye Neilson, NV Charlotte Thomen, AL Joni Boone, EM Judy Ranel Margo Mark, OH Patricia O'Brien, Mason & Hanger</p>	<p>Currently On Target.</p> <ul style="list-style-type: none"> Developing a Training Program Handbook. Outlines have been developed for the following: <p>Systems Approach to Trg. Needs Assessment Planning: Annual Planning Budgeting/Cost Contractor Oversight Getting Results Through Learning (Exec. Summary Of "Green Book" developed by HRD Council.</p> <ul style="list-style-type: none"> Fully developed Chapters requested by 7/6/99 Face-To-face meeting planned for 8/2/99 in ID Anticipate having first draft Of Handbook to TDCG/TDMC in Sept. 99 <p>Note: This Team is working with Task 01-01 Team to avoid Overlap/duplication of effort.</p>	<p>Tim Dirks, MA-3:</p> <p>Business Reason: Why is this needed? Not clear in this write-up.</p> <p>Perf. Expect. 6-1: ...DOE Handbook on corp. trg. stds., criteria... "Still a good idea/feasible?" 12/31/99 date questioned for handbook completion.</p>	<p>Language in Business Reason has been enhanced to further explain reason for task.</p> <p>Task completion date revised to 06/30/00.</p>

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<p><u>7-1. Implementation and Evaluation of the Corporate Education, Training and Development Business Plan</u></p> <p>Task Champion: Office of Training and Human Resource Development, MA-31</p> <p>Task Manager: Steve Young/Dave Roth</p> <p>Team Members: MA-31 Staff /TDCG members as designated.</p>	<p>Currently on Target.</p> <ul style="list-style-type: none"> • Business Plan “Action Plan” Being developed to track Corporate training and development tasks/milestones. • HRMAP will be utilized for evaluation of corporate training and development improvements/successes. • Reports will be provided, through the Management Council, to the Deputy Secretary and Secretary as required. 	<p>Tim Dirks, MA-3:</p> <p>Add to last Produce/Svc. bullet: Report overall effectiveness... “Deputy Secretary/Secretary...”</p> <p>Vicki Ponce/WAPA - “Later in this Plan are sections focused on marketing, communication, financial management and evaluation. Aren’t these inherent parts of implementation and evaluation (Objective 7)? I would suggest that they should be subsets of Obj. 7 - this would also roll all action-related items in the Plan under one of the 8 objectives and might make it easier to monitor and report progress.”</p> <p>Camille Yuan-Soo Hoo/OAK - concurs w/V. Ponce</p>	<p>Task on Schedule</p> <p>Added the words “Deputy Secretary”</p> <p>These are integral elements to a Business Plan. The administrative actions associated with these elements are inherent in Performance Objective 7.</p>

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<p><u>8-1. Contractor Training Performance Objectives and Measures</u></p> <p>Task Champions: Office of Training and Human Resource Development, MA-31</p> <p>Office of Contractor Human Resource Management, MA-51</p> <p>Team Manager: Dave Roth, MA-31</p> <p>Team Members: Bill Pearce, MA-31</p>	<p>Currently On Target.</p> <ul style="list-style-type: none"> • Revisions to DOE Order 350.1, “Contractor Human Resources Management” being drafted. • Face-to-face meeting being held July 14-15 in AL • Comments due 7/30/99 <p>Draft completion expected by 9/30/99.</p>	<p>Tim Dirks, MA-3:</p> <p>Perf. Expect. 8-1: (Best practices for existing performance measures related to contractor employee training will be benchmarked and model performance measures will be devised by 9/30/99) Is this still Envisioned? See Report to Congress “Actions” to ensure consistency.</p> <p>Vicki Ponce - “There is only one action item associated with Obj. 8 and yet this seemed to be a major area of concern for the Department. Is this enough to overcome these problems?”</p> <p>Camille Yuan-Soo Hoo/OAK - concurs w/V. Ponce</p>	<p>Dates reflected in Report to Congress. Draft completion expected by 9/30/99. No changes made.</p>